



**HISTORY IN THE MAKING**

*First Pacific Coast SOGES Chapter Is Organized in Seattle on Oct. 13. (See Page 5)*

# **Crain**

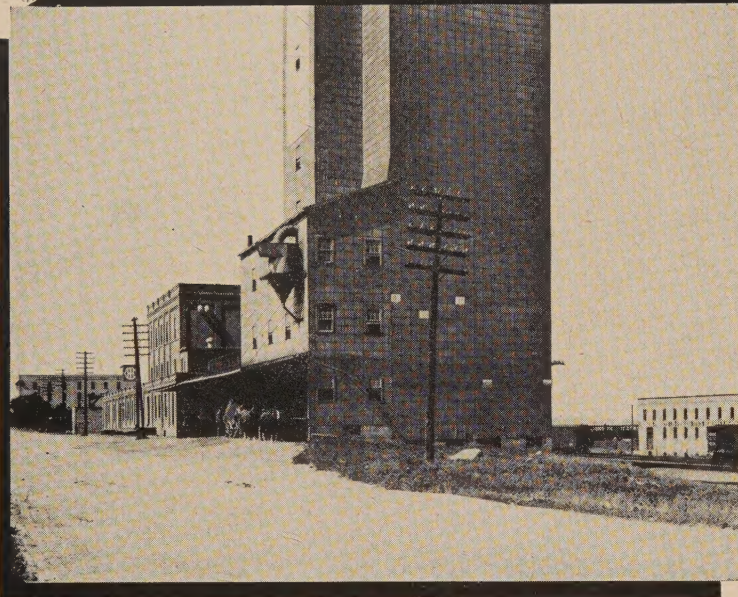
**NOVEMBER, 1950**

**THE MAGAZINE OF PLANT MANAGEMENT AND OPERATION**



# THINGS WERE DIFFERENT IN 1881

when THE DAY COMPANY was founded



A typical grain elevator of that period.



A typical flour mill of that period.

● Sixty-nine years ago when The DAY Company first started designing and building dust control systems, things were much different than they are today. That was a long time ago, however . . .

*It was . . .* near the start of the Golden Era in milling . . . the period of great technological advancement when we changed from buhrstones to roller mills . . . adopted the middlings purifier . . . and first developed dust control systems.

*It was . . .* eleven years after the first middlings purifier was built and placed in the Washburn mill at Minneapolis.

*It was . . .* five years after the first crude roller mills were placed in service.

*It was . . .* three years after millers first organized the Millers National Association.

*It was . . .* three years after the great dust explosion and fire in the Washburn "A" mill in Minneapolis. This catastrophe destroyed not only the Washburn "A" mill but also the Diamond, the Humboldt, the Zenith, the Galaxy and the Pettit-Robinson mills.

## DAY *Experience* CAN SOLVE YOUR DUST CONTROL PROBLEMS

The experience gained by The DAY Company in engineering, manufacturing and installing dust control systems for mills and elevators since 1881 is of great importance to you. It means that when you call upon DAY, you benefit from that experience and the vast amount of knowledge gained over more than 69 years.

No other dust control manufacturer can even approach DAY's long experience in this specialized field. Regardless of your dust problems, DAY can provide an effective and economical solution.

For engineering assistance and cost estimates, *Write-to-DAY*.



*The* **DAY** *Company*

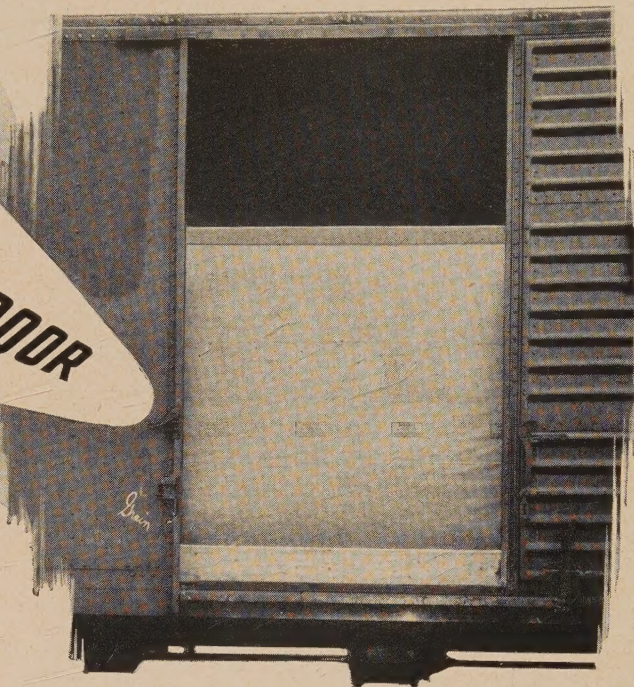
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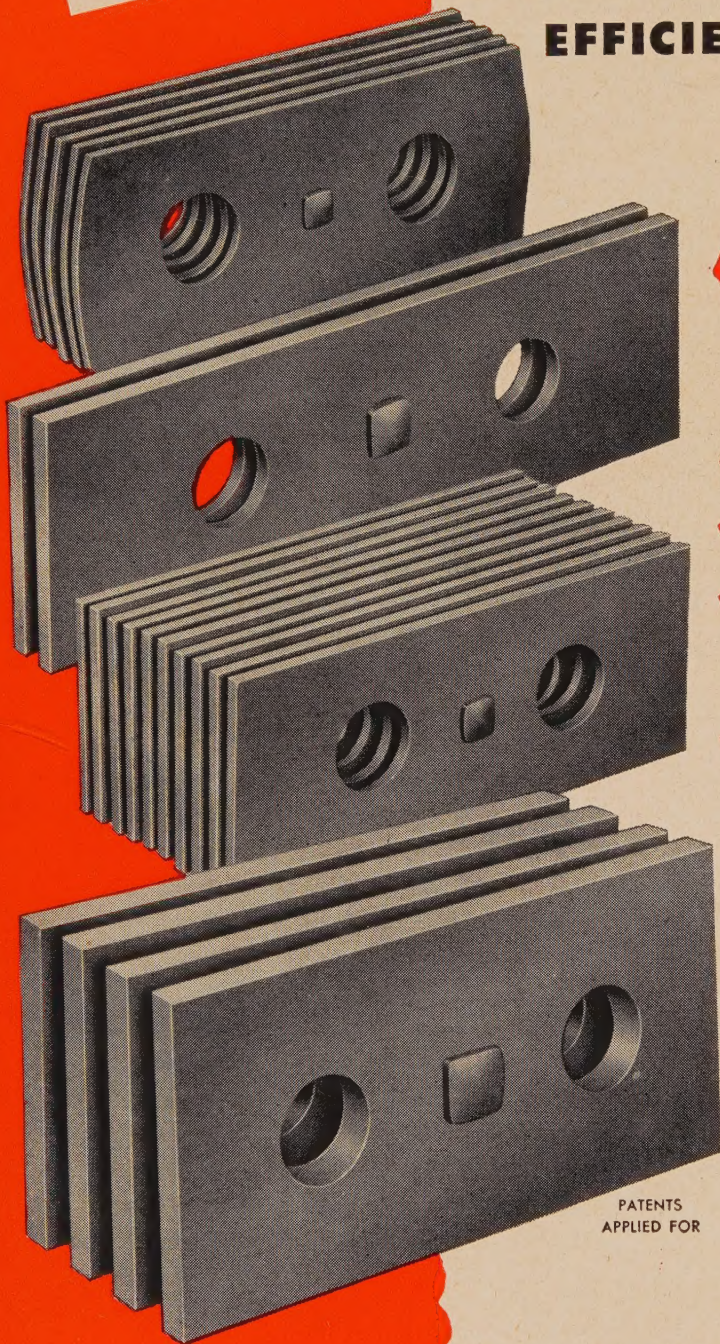


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#### ORGANIZERS OF PACIFIC COAST SOGES CHAPTER

Front Row (left to right): Herman Kroloff, Allied Grain Co., Phoenix, Ariz.; Edwin C. Murray, West Coast Wharf & Storage Co., Ralston Purina Co., Oakland, Calif.; Lee McGlasson, Fisher Flouring Mills, Seattle, Wash.; O. E. Christiansen, Albers Milling Co., Seattle, Wash.; Niles G. Babcock, Archer-Daniels-Midland Co., Tacoma, Wash.; George Watson, Crown Mills, Portland, Ore. Back Row: Dean M. Clark, National SOGES Secretary, Chicago; Louis Delivuk, Louis Delivuk & Co., Spokane, Wash.; Ed. J. Cecka, S. Howes Co., Inc., Silver Creek, N. Y.; Roy Gorgan, The Day Co., Minneapolis, Minn.; Victor Reid, Reid-Strutt Co., Portland, Ore.; Frank A. Peterson (retired), formerly Newport News, Va., now Seattle; Russell B. Maas, Screw Conveyor Corporation, Hammond, Ind. (See also picture on front cover.)

## Our Pacific Coast Superintendents Defy Superstition In Forming New Chapter

FRIDAY, THE 13TH, may give some folks goosepimples, the flying screamies, or even cold-chilled jitters, but not so with the grain elevator, feed mill and malt house superintendents attending the inaugural meeting in Seattle of the new Pacific Northwest Chapter of the Society of Grain Elevator Superintendents—the association's ninth regional unit.

Not only did all in attendance derive considerable benefit and profitable ideas from the first conference, but the commendable program of quarterly meetings to be held in Seattle in December, Portland in March, Spokane in June and Vancouver (B.C.) in September, promises to give all a more intimate insight into "how the other half lives" with their complex operational problems.

### He Should be Superstitious

Perhaps one exception should be noted for the record, if for no other reason than to cajole those who can't believe that any affair held on Friday, the 13th, could possibly run smoothly.

The story goes that one national officer from Chicago went out to help start the new Chapter and this is all that happened to him:

(a) Room reservation mistakenly cancelled, (b) ptomaine poisoning, (c) laundry lost, (d) specs broke, (e) meeting room arrangements garbled, (f) luncheon arrangements mixed up, (g) 13 in one picture, (h) gosh, isn't that enough? The resultant laughter

ought to frighten away any future superstition-gremlins.

### Congratulatory Messages

Lee McGlasson, Fisher Flouring Mills, Seattle, who had done the "spade work" in getting the new Chapter under way, called the morning session to order, cordially welcoming the many visitors, then reading the following telegrams and letters of congratulations and welcome:

### President Stanley to Visit Later

"Hearty congratulations to the new Pacific Northwest Chapter. The Society has meant a great deal to the superintendents over the country, and has resulted in development of new ideas and practices and has saved our employers considerable money.

"I regret that due to the pressure of the grain business at our elevators at this time I will not be able to attend the first meeting SOGES Chapter at Seattle.

"Dean Clark informed me that he will be on hand for the meeting and I am confident that your first meeting, coming during the A.O.M. and Cereal Chemists' meetings, will prove to be a great advantage and that the Seattle Chapter of SOGES will soon become one of the strong chapters of our organization.

"Please allow me to congratulate you on forming this chapter. I do plan to get out your way sometime in early summer, 1951.

"Wishing you a great deal of suc-

cess and looking forward to meeting all of the new Pacific Coast members at future conventions."—Ward E. Stanley, President, SOGES, Kansas City, Kans.

### Predicts "One of Best"

"Congratulations on formation of a new Chapter. We know it will be one of the best and wish you much success."—M. M. (Mac) Darling, 1st V.P. SOGES, The Glidden Co., Indianapolis.

"Good luck and success for the new chapter."—K. C. Chapter, SOGES.

"Congratulations and best wishes for a highly successful Pacific Northwest Chapter."—Harry Hanson, President, Chicago SOGES Chapter, The Glidden Co.

"The Omaha-Council Bluffs Chapter wish you the best of luck and success in this the Spring of your new SOGES Chapter."—Vincent J. Blum, President, Omaha-Council Bluffs Chapter, Omaha Elevator Co., Council Bluffs.

"Will be in Seattle tomorrow night. Happy to join Elevator Superintendent's Society."—John Pryor, Supt., Centennial Flour Mills, Spokane.

"The best of luck and good wishes to the new ninth chapter of the Society of Grain Elevator Superintendents from your Minneapolis friends."—Bob Ranney, President, Minnesota Chapter, Ralston Purina Co., Minneapolis.

"In addition to the better camaraderie that is certain to result from



the formation of this Pacific Northwest Chapter of the Society of Grain Elevator Superintendents," said Frank M. Baller, Grain Buyer for Fisher Flouring Mills, Seattle, in bringing greetings from Management after a pleasant luncheon together, "it will be possible to work out mutual problems rather than trying to 'go it alone.'

"Not too long ago the trade in this area did not have any grain dealers association, but then the Pacific Northwest Grain Dealers Association was organized and we are all very well pleased with the benefits derived therefrom. By the same token I know that you Plant Superintendents, whether you be from grain elevators, flour mill elevators, feed manufacturing plants, malt houses, wholesale field seed plants, etc., will derive great benefits that will please you and your respective managements very much.

"The beginning of any such effort

as this large undertaking of yours is always beset with difficulties, but time will work out the growing pains, snarls and knots, and in the long run you will be highly successful and very well gratified over your commendable efforts now being expended. Industry, too, will be very well pleased with your success," Mr. Baller concluded, and invited his appreciative listeners to come visit their plant.

### Training, Bugs, Paper Doors, Discussed

The training of maintenance men, moisture absorption compounds, dry ice for reducing high temperature and moisture, combatting infestation with liquids, gases and powders, and paper grain doors were among the pertinent "round-table" discussion topics absorbing the interest of the supers the balance of the afternoon.

The country shipper definitely needs more exacting instructions on

how to apply a paper grain door, it was agreed, because they are not taking the slack out of them, are not nailing them to the door-posts properly, and not turning the bottom flap in correctly.

About half of the cars arriving with paper grain doors at the various Pacific Northwest markets or ports are found to be leaking because of the above reasons, and consequently give the unloading plant much trouble. Easiest solution to this problem, it was agreed, was not to open a car's weather door, where a paper grain door was applied, until the car is over the pit.

"A good superintendent," declared Frank A. Peterson, retired super of the Chesapeake & Ohio Elevator at Newport News, Va., who came in to saturate his nostrils with the fragrant and stimulating aroma of grain, "can make a firm a lot of money, and contrariwise, a poor one can lose it faster than a good one can make it."

### McGlasson Elected

Lee McGlasson of Fisher Flouring Mills, Seattle, was elected president of the new Chapter; George Watson, Crown Mills, Portland, first vice president; Verne Erickson, General Mills Inc., Spokane, second vice president; O. E. Christensen, Albers Milling Co., Seattle, secretary.

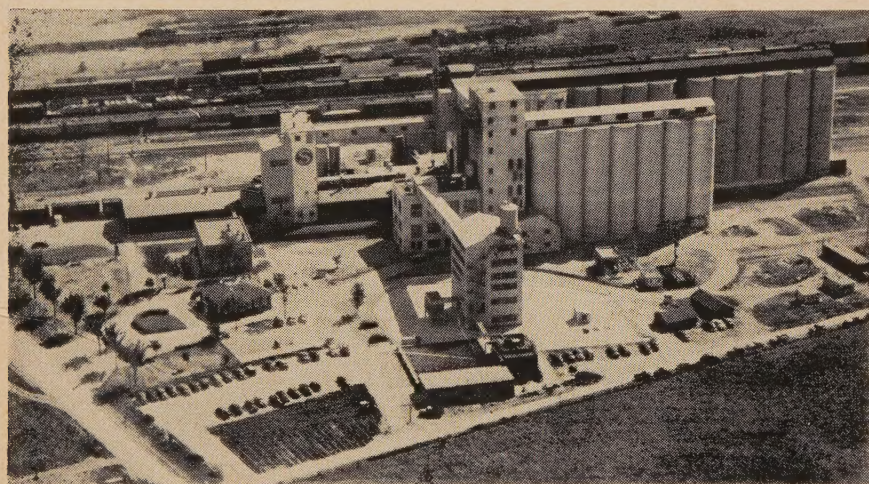
D. H. Burney, Searle Grain Co. Ltd., Vancouver, B.C.; Niles G. Babcock, Archer-Daniels-Midland Co., Tacoma; Herman Kroloff, Allied Grain Co., Phoenix, Ariz.; Edwin C. Murray, Ralston-Purina Co., Oakland, Calif., and Donald F. Petersen, Continental Grain Co., Longview, Wash., were elected directors, reflecting the wide interest in this new chapter.

Among those present, in addition to those mentioned above, were John H. Pryor, Centennial Flour Mills, Spokane; W. W. Liley, General Mills, Inc., Spokane; Russell Maas, Screw Conveyor Corp., Hammond, Ind.; Roy Gorgan, The Day Co., Minneapolis; Victor H. Reid, Reid-Strutt Co., Portland; Louis Delivuk, Louis Delivuk & Co., Spokane; Ed Cecka, S. Howes Co., Silver Creek, N.Y.; and a number of others who were attending the district meeting of the Association of Operative Millers, as well as of the Association of Cereal Chemists, and who gave a friendly "look in" every now and then.

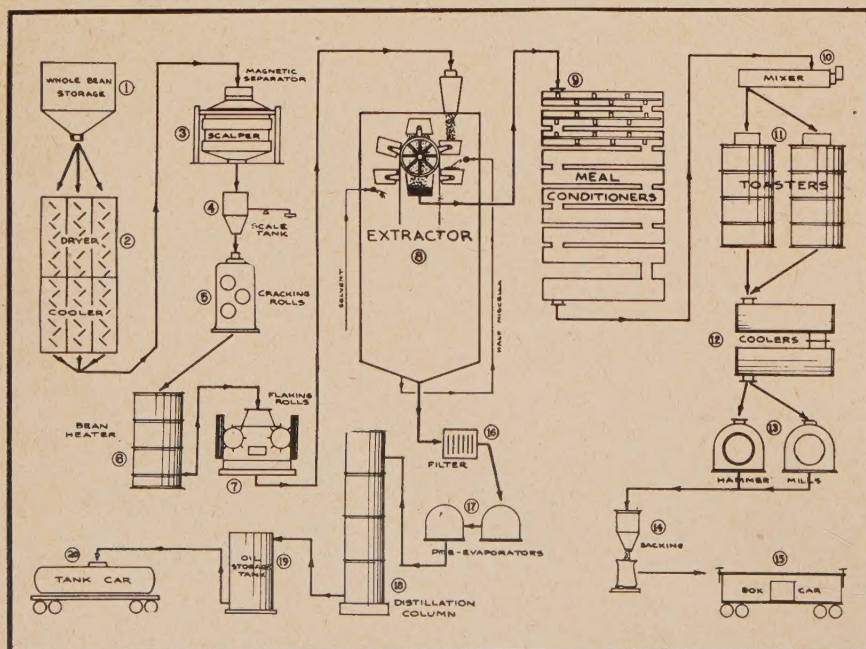
After the meeting the delegates and their wives joined the millers at a reception, followed by a dinner-entertainment-dance program, much to everyone's pleasure.

### California-Arizona Chapter Next

A California-Arizona Chapter and a Central Kansas Chapter will be formed, according to International President Ward E. Stanley, Standard Milling Co., Kansas City, Kans., before the association's 22nd annual convention at the Statler Hotel, Buffalo, April 18-21.



Shown above is the Swift & Company soybean plant at Champaign, Ill. It has recently had its face lifted or at least some new buildings and equipment added. These include a new boiler room, additional elevator and headhouse, bean and meal preparation building, extraction building, reservoir and pump house. The original plant operated on the expeller system. The new plant has a solvent extraction system, and flow sheet of process is shown below.





# Human Engineering

Chairman Quesnel (*The Borden Co.*): I think you will agree that the large percentage of the failures in life can be charged to poor judgment or poor human relations. Likewise, the large percentage of our accidents can be charged to the same causes.

The trouble with most of us, in discussing the subject, is that we are too general in our approach.

People are people—that's true; and by and large they do pretty much the same things. However, when you study these people, you find that they are individuals and, further, that each is a different individual.

Now, while there may be many who agree to certain fundamentals, in most cases they do not agree on how these fundamentals are to be interpreted.

Therefore, it would seem if we are to interest people, guide and control their thinking into constructive channels, we must be specific in our presentation and individual in our application.

R. C. Haven (*Continental Baking Co.*): Of course, I can only touch the very "high spots" and a very small part of this whole problem. I want to leave just a little formula with you that I have used in our plants that has worked out very well.

Before I give you that very simple formula, I would like to prepare your minds to receive it by reading a few references pertaining to the trend of managerial thinking and potent thoughts bearing directly upon the subject.

## Job Enthusiasm

The first thought I have gleaned from Carl Heyl's book *How To Create Job Enthusiasm*—

First of all, the thing that struck me: He was speaking about the old "hard-boiled" type of bosses as compared with the present-day type of foreman and supervisors. This is what he says:

"In terms of practical business operation this means that executives and foremen and others in positions of authority are having it borne in upon them with increasing force that to get work done in today's world calls for much less bossing and much more leadership than it did in the old days.

"But we need not rest our case upon compulsions. There is a second and stronger line of reasoning, and it would be valid if our economic world were not so radically different from what it was yesterday. It is simply this: Concern for human relations is good business. It has taken enlightened management some time to realize that this is so, and, judg-

## An NSC Round Table Discussion



ing from their actions, many people with executive authority must still be convinced.

"Concern for human relations is good business because it translates itself into job enthusiasm on the part of employees. There is a tremendous opportunity for profit, as yet only partially realized, available to management in the idea of making people want to work rather than merely giving them a chance to work or compelling them to work."

And a little farther on in his book he says this:

"Employees are people. By and large management is shockingly unmindful of this very elementary idea."

## Chance To Express Views

Heyl points out that many of the supervisors' and foremen's troubles stem from the fact that the employees under them have no chance to express their views regarding company policies.

Then, of course, he speaks of a reverse procedure; that is, transmitting orders and requests to employees.

How many times do we talk about the benefits to the company? But the average individual isn't interested in the company. He is interested in himself. Now, if you can show him that by helping the company, he helps himself, you have taken a step forward.

I personally feel that the point we should always keep in mind is that, under our form of economy, the basis of discipline in business is the exact reverse of the basis of discipline in an army. In an army, the emphasis is negative: soldiers are punished if they do not obey, and so they may often do what they are told because they do not like what is apt to happen to them if they refuse.

## Work for Rewards

In business, the underlying force is positive: People work for rewards and not to avoid punishment.

Heyl feels orders and policies can best be transferred to employees through the supervisors, but explains that:

"Many companies, however, were shocked to find through surveys that supervisors and foremen were poorly versed in the details of company plans and policies which they were supposed to interpret to workers."

He goes on to say that:

"Related to this idea, of course, is that of the proper selection of foremen in the first place, not, as one executive put it, to make foremen out of good workmen who can

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## STRIKING FOREMEN MAY LOSE JOBS

**T**HERE is likelihood that a precedent may have been established in Washington where a National Labor Relations Board trial examiner has ruled that the foreman's responsibility to his employer sometimes comes before his own private interests. In that case, he may be fired for joining a strike of plant workers.

Examiner Horace A. Ruckel said that was the situation at the Carnegie-Illinois Steel Corp.'s coke plant at Joliet, Ill., when 50 supervisory workers were fired in the steel strike of January-February, 1946. He refused to recommend the reinstatement of 22 foremen and 28 guards who charged the company fired them illegally. They said they walked out for their own mutual aid and protection as well as for the aid and protection of the rank-and-file members of the striking CIO steelworkers.

Although the complaint arose 4 years ago, hearings were started only last spring.

A companion case, involving Carnegie-Illinois' Gary (Ind.) plant was processed through the board's machinery first.

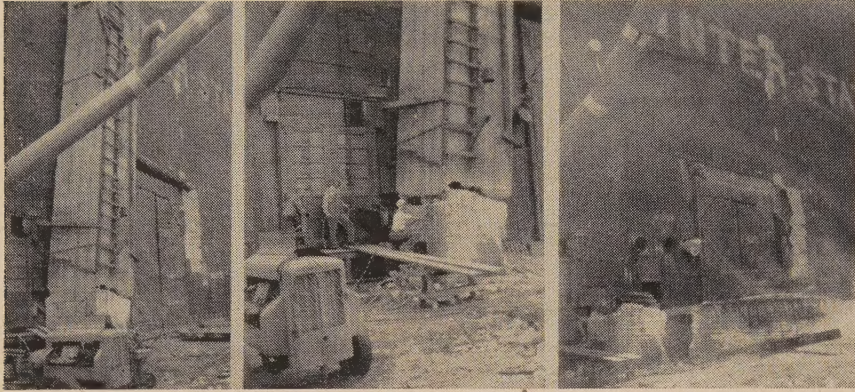
At Gary, the gas supply for the community was threatened by the walkout of the foremen and production and maintenance workers.

The Board ruled in the Gary case that the foremen who had been fired were not entitled to reinstatement.

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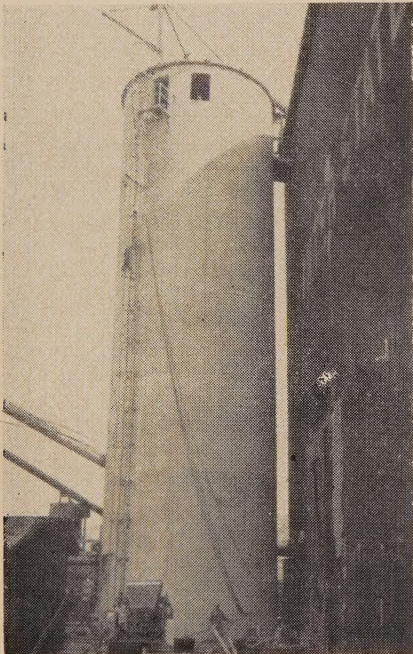


## DEMOLITION IN MINNEAPOLIS



Above views show the razing of a Van Dusen Harrington oats purifying tower in Minneapolis. They are reproduced through courtesy of the "Grainville Bugle" (Peavey house organ)

The torn down structure was replaced by new oats purifying tower shown at left.



holler the loudest, swear the strongest, and threaten the most."

That is the old school.

I can remember, as a kid, in Pittsburgh, in the Homestead Mill, when I used to go through there "my hair used to stand on end" when some of those fellows used to talk to some of their helpers around there. And we still have some of that.

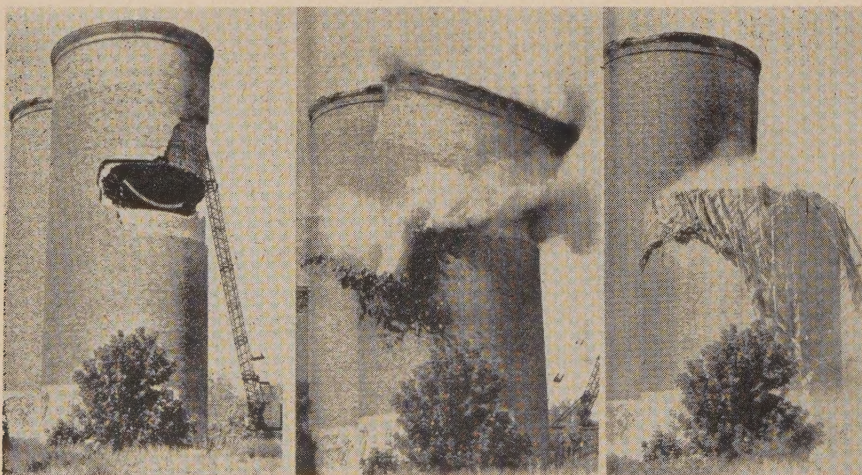
Now, before getting to my so-called formula, I want to quote a few paragraphs from another book written by J. J. Evans, Jr., General Personnel Manager of the Armstrong Cork Company.

### People Do Things Well That They Want

He brings out the very important point that people do things well only because they want to, not because they have to.

"For short periods, perhaps, human effort can be regimented, legislated,

The two brick grain tanks shown below in the process of being razed were 50 years old and stood in the path of progress, hence, had to make way. They were all that remained of the Huhn Elevator, owned by the Huhn Mfg. Co., Minneapolis, most of which was destroyed by fire in 1917. In tearing down the tanks, a hole was punched in the wall by means of a 4500-lb. ball attached to crane. Then in the second step, the upper section was pulled down with cables, this process being repeated for the lower part.



forced against its will, but not over any great length of time. Men will remain enthusiastically associated with any project only so long as they have respect for its administration, pride in its accomplishments, and personal satisfaction from their own individual contributions to the group endeavor."

I would like to emphasize that he says: "It is an individual, not a mass job."

You know, some people take issue with that idea.

Way back in 1920 in Milwaukee I heard the superintendent of schools say that mass action defeats your purpose; and my experience so far has proven that statement.

### Individuals Are Unlike

Mr. Quesnel, you mentioned that in your opening remark. There are no two men alike.

So, my friends, your job as supervisors is not a job of dealing with your men *en masse* but one of dealing with them as individuals.

I think we have got to realize that.

In these preliminary remarks I have tried to convey to you these four points:

1. Management is becoming more human.
2. The supervisor should be given an opportunity to learn Human Engineering.
3. In the eyes of the worker, the supervisor is the company.
4. Your problem is one of handling individuals.

Now, let's just turn for a minute to the thought of the supervisor—and I am now getting down to my simple formula.

I have always had the belief—and I still think it is true—that a supervisor is the builder of men.

If he is going to build men, he must know men.

If he is going to know men, he must study men.

And then, what is perhaps as important as anything, he must write down what he learns about his workers.

### Write Down Your Thoughts

If you have 50 or 100 men working for you, you cannot remember the characteristics of each one well enough to deal with them. You must put your thoughts in writing.

The success of your plan of dealing with the individual depends principally upon two things:

1. The extent to which you learn each one's characteristics.
2. The thoroughness with which you plan to use what you learn.

Now, I said you must write down what you learn. This is important.

The manager says to me, "My foreman doesn't have time to keep books on this fellow's accidents."

I said, "If he doesn't have any



accidents, he doesn't have to keep any books, does he?"

"No; that's true."

"Well, listen, if that fellow is having a lot of accidents, he better begin to keep books on them and find out how, when, and where they occur, and determine the cause because that is the only way you can correct the situation."

### Who Give Trouble?

Of a hundred men, you don't have to worry about 95%. There are 2½% that you must worry about a little, and then you have that inevitable 2½% that are giving you trouble all the time.

That 2½% takes in the fellow I have in mind when I give you this little formula to use.

Now, suppose we pick out one of these 2½% fellows. You have got to talk to him. What are the steps?

1. What are you going to say to him?

2. When are you going to say it?

3. How are you going to say it?

That is very, very important.

I would like to draw just a little parallel between the foreman and a surgeon.

There are nine very basic procedures that should be followed:

1. A surgeon will not operate on you unless he has a case history.

That is No. 1 here too—case history. A surgeon knows a great deal about you when you go into the hospital. He has your case history before he "sticks the harpoon in you."

2. Before he operates on you he consults, if it is a serious operation, with somebody else.

Now, how many times do we operate on our men without knowing them or without having a case history before us and without talking to somebody else about this man?

3. A surgeon will not operate on you unless he is physically and mentally fit himself, if he can help it.

We had better check ourselves before trying to operate on somebody else.

4. Have the patient ready to be operated on.

### Help Man Over Worry

When you find that man's mind is not clear and he has a lot of trouble to worry him, help him over that trouble. Forget what you were going to say to him. Help him over the "hump." Tomorrow you can talk to him, or the next day, but today help him over his troubles.

If you want him to respond to certain things, you should first get him in the proper frame of mind.

5. Then you must know how to operate. You will know how to operate, if you know on whom you are operating.

6. Then you must know where to operate. You should know the things



### WHAT CAMERA RECORDED AT RECENT CHICAGO MEETING

Top Row (left to right): Mr. and Mrs. John Deheer, Columbia Malting Co.; Vasile Antoniu, Andrew Adamchik and Donald Jones, all of B. I. Weller Co.; Mr. and Mrs. Parke Burrows and Les Ohle, Burrows Equipment Co.

Second Row: Leon Chevallet, Spencer Kellogg & Sons; Chapter President Harry Hanson, The Glidden Co.; Chapter Past President Lincoln Scott, Corn Products Refining Co.

Third Row: Leonard J. Danielson, Arcady Farms Milling Co.; Chapter Secretary Russell Paarlberg, Mrs. Paarlberg, Mr. and Mrs. Melvin Phillips, Farm Bureau Milling Co., Hammond, Ind.; Mr. and Mrs. Frank Deebach, General Mills, Inc.

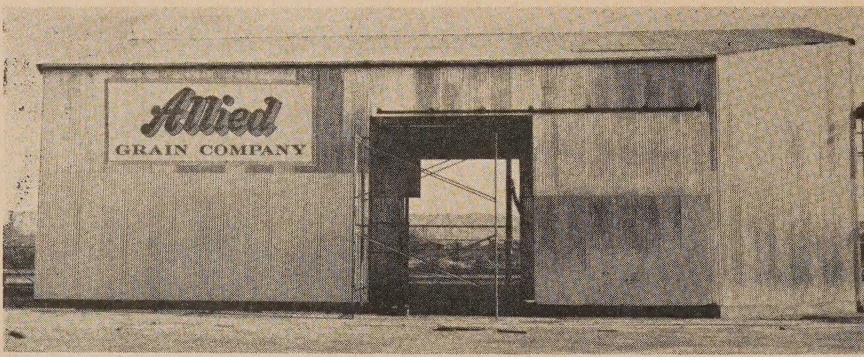
Fourth Row: Hester Desch; Chapter Vice-President Dale E. Wilson, Northwestern Malt & Grain Co.; (peeking) Leon Chevallet; Harry Hanson; Lincoln Scott (nose) and Mrs. Scott.

Fifth Row: Ken Cochran, N. Y. Central Elevator; Mr. and Mrs. Angus M. Bain, Mr. and Mrs. Henry Tombers, General Mills, Inc.

Sixth Row: Edgar A. Josephson, Schreier Malting Co., Sheboygan, Wis.; Mr. and Mrs. Charles Harbin, Underwriters Grain Assn.; Irwin Cohen, Arco Bag Co.

(Pictures by Lloyd Forsell, Albert Schwill & Co.)





The Allied Grain Co., Phoenix, Ariz., of which SOGES member Herman Kroloff is superintendent is constantly adding new structures to its growing plant. Latest is the warehouse shown here which will be used solely for the storage of bags. All other buildings are so overloaded with grain that this new building was vitally needed. Over a million bags are used by the firm in a single season.

you want to talk to him about, and have them all written down in chronological order.

#### 7. Be prepared for an emergency.

Perhaps, when you are operating on this fellow, he will "get his back up" and "get mad." A good surgeon is always ready for an emergency. He has the adrenalin ready.

You, too, must "slip out from under" such emergencies.

Once you "get mad" at your man, and he "gets mad" at you, you are leaving a scar that will never be erased.

8. Then you have the post-operative treatment.

After you operate on him, you have got to watch and see how he is getting along.

9. Then you have the repeat operation, when it is necessary.

I don't suppose you folks have any of these people that have to have the second operation. I suppose most of you fellows just tell him and he goes ahead and does it.

### Selecting Supervisors

C. C. Ruddick (*Continental Baking Co.*): If I were given the responsibility of the selection of supervisors, I would select men after thoroughly rating them to make sure that their qualifications include more than just the ability to work hard or to know the technological phases of their jobs.

Among the many phases of this pre-foreman training program would be the subject of Human Engineering, which would be a very important phase in the final selection of candidates for foremanship.

If the candidates went through the entire program and didn't qualify in human relations or Human Engineering, call it what you may, they would be politely but firmly disqualified from any future progression in the supervisory ranks.

In this general course of training, I believe I would set up a course of training which would tie in definitely with a good book on the subject.

A series of conference or discussion meetings would be set up,

and they would be based on the entire text of this particular book.

One book of the dozens or possibly hundreds which have been published on the subject would be selected, and without discrediting any of them, because they are all good, I would select one very recent publication entitled LET'S BE HUMAN; and I select that because it appeals to the fundamental interests of supervisors, extroverts as they are.

### "Let's Be Human"

It isn't thick, but it is a semi-humorous, cartoon type of presentation. But within the confines of the covers of this particular book I think you would find enough good points in Human Engineering upon which to base your particular discussion meetings.

In the presentation of the material, I would include the seven basic points which the book covers:

1. Perfect your self-control.
2. Appreciate and praise.
3. Stress rewards and avoid punishment.
4. Criticize tactfully.
5. Always listen.
6. Explain thoroughly.
7. Consider your men's interests as you would your own.

Now, each of these rules would be developed much more fully than I want to take time to develop them here, but the following about those seven points will give you some idea of the contents of what this particular part of our training program would cover:

1. Self Control.
- The control of ourselves would include the control of vanity, temper, tongue, likes and dislikes, emotions and thoughts.

2. Appreciate and Praise.
- It is not sufficient to appreciate, but we must express that appreciation and do it tangibly in praise.

This rule could be aptly expressed: Recognize, appreciate, praise—conditions, individuals, families, abilities, hopes and dreams.

3. Stress Rewards and Avoid Punishment.

Repeating the words of our main speaker—people work harder for reward than they do to avoid punishment or the consequences of a rule violation.

Rewards, advantages, advancements carry the most weight with the most people.

#### 4. Criticize Tactfully.

Everyone loves to "dish it out," but few can "take it or give it" properly.

Avoid criticizing if possible to accomplish your ends in any other way.

If necessary to criticize, try to keep yourself off a pedestal, and always in private.

### Don't Overlook Praise

Use praise first as your "opening gun" and instill confidence in his future accomplishments after the interview is over.

#### 5. Always Listen.

A good listener rarely says the wrong thing.

A good boss is always a good listener because he encourages talking. It gets the little grievances out in the open, which generally make up the background for the main topic of discussion.

A good listener never interrupts, contradicts or forces advice.

A good listener has time to think, weigh facts and search for the underlying causes.

#### 6. Explain Thoroughly.

Give your associates all the information you can about the company.

Make your men feel like full-fledged partners in your particular unit.

### Make Them Feel Important

Give everyone the feeling of importance, of being more than just a cog.

Give information promptly and thus spike grapevine rumors.

If you can't answer questions at once, don't stall, but get the facts and then supply them.

7. Consider your men's interest as you would your own.

Have the sincere interest of the men at heart.

Be progressive for deserved pay increases and promotion of your subordinates.

Give credit when credit is due.

Quickly remove the physical hazards under which your people may be working.

Keep an eye on the health of your group and be concerned about it.

Be sure your men know all the benefits possible for them from the company.

Make people eager to work for you by working for them.

V. L. McMullen (*Clinton Industries, Inc.*): I was particularly interested in one phase of Mr. Haven's talk, and that is the effect of a good



employe relations program on a public relations program.

To me, that is very important, and I am really surprised that some companies hold public relations so lightly.

For example, in order to make my point, let's consider Company A and Company B, we will call them, both operating in the same community and sum up the end results of their operations.

### Reasons for Discontent

Company A is a company with poorly defined labor relations policies, poorly defined company policies, poor means of communication and interpretation of the policies to the whole organization; working conditions unfavorable, sanitary conditions unfavorable, poor lighting and all the other things that go into that which comprise those unfavorable conditions — and apparently they are not doing a great deal in the line of safety to safeguard the health and the welfare of their employees.

It is only logical to assume, setting wages aside entirely, that that group of employees is going to be a disgruntled group, with never a kind word for their company nor the products they manufacture. Wherever you find them in public, they generally are "knockers" and the "knocking" is generally done against the company by whom they are employed.

Such an attitude and such a front cannot help but have very detrimental effects not only to the company but to the community as a whole in which the operations are carried on.

### Clearly Defined Policies

Now, let's consider the case of Company B. They have operated for years not on a particularly high wage standard but on perhaps a standard wage scale which would be considered adequate for the community, but they have very definite policies by which they conduct their business and their relations with their employees.

Those policies are clearly defined so that every member of the supervisory staff is able to interpret them intelligently to the rank and file.

Naturally the employees feel they are a part of the organization. They are receiving due consideration from their management, and from their supervisors.

Then, in addition to these things, they have done a great deal in the manner of making working conditions better. They have adequate washroom facilities; adequate lighting; wherever possible they have eliminated manual handling of materials; and, in addition to that, they undoubtedly have been very careful with regard to their equipment,

keeping it in safe operating condition and doing everything possible to advance their safety program.

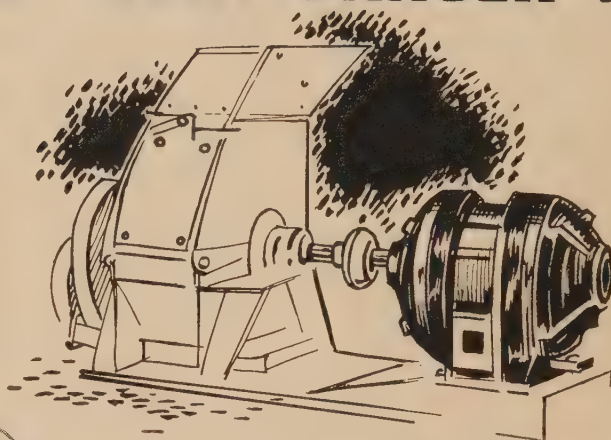
Those employees, when they are out in public, are going to have nothing but kind things to say about the company. They are going to take pride in their job. They are going to take pride in the products they manufacture or help manufacture, and they are going to let the world know they are working for a good company.

Now, what is the result of that on the relationship of the company in the community?

Let's take, for example, a com-

munity federation. You may not attach much importance to that, but I believe sincerely the extent of participation in any community endeavor in any organization is a very good barometer of just what kind of relations that company has among its employees; and if you have a company where the employees come to the support of some such drive for funds, such as community federation, without any compulsory measures being taken or any browbeating, it is a very good indication that those employees are satisfied. They want to go along. They want to do what

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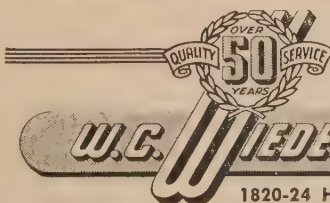
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they can to make their company look good.

So I say again the effects of a good employe relations program has a very definite and decided effect upon not only the company's operations in the community but possibly they stem still further into the sales field.

Ray M. Seeker (*Anheuser-Busch*):

Mr. Haven said 'boss days' are over. I grant him that is true. But you still have plants where that type of boss is left. I think you will all agree to that. You have the "slave driver" to beat the men into submission to keep the old production going high. That is the plant superintendent's job—"Get it out; let's get going."

### No Training Program

On occasions, where you have a man working in a department, he just won't work. He doesn't care to work—he doesn't care if he ever goes to work—but he goes there because he has got a family to support. So he doesn't like his job. But it's not his job that's at fault, it's his foreman. The reason it is his foreman is because top management didn't have a training program. That is the answer to it all.

You will find that if this man is moved from one department or transferred from one department to another department with a foreman he likes or can get along with, who is not bulldozing him, constantly "driving" him, he will put out production.

R. C. Leitner (*Libby, McNeill & Libby*): Now, this is a safety conference. I suppose many of you men wonder why such emphasis has been placed on personality adjustments.

We all know that industrial safety when it first came out placed its major emphasis upon adequate safeguarding of machinery, proper work-conditions, and so forth; and it has only been within the last few years that such subjects as accident proneness and how to eliminate the employe who continues to repeat an accident have been studied.

### The Response Factors

In studying that individual we found he is subject to a certain group of factors, and these factors cause him to respond in a different manner at different times. We know that they don't all exist in the same individual to the same degree. Yet, we have to study them if we hope to improve our safety records in our individual plants.

I would merely like to emphasize that individual safety can never be fully attained if we devote ourselves exclusively to improving working conditions, safeguarding equipment, and so on. It has to be done on the basis of individual study, on the basis of individual human employes.

Nixon DeTarnowsky (*F & M Schaefer Brewing Company*): I would like to ask a question in regard to rewarding the employe for good work rather than imposing discipline for doing the wrong thing; How do they feel about awards for safe work, individual safety awards? I don't mean a plaque for a department or something like that, but an award to the individual for working safely during the period. How do they award them, if they do, and is it a cash award or something of that sort?

Mr. Haven: We heartily believe in the award plan. We don't believe in the penalty plan.

For inside the plant we have our inside contests to reduce lost-time accidents. The reward for that would be in the form of individual prizes to the employe plus a dinner to the winning bakery.

There was no money involved. We do not believe in cash awards, but we do believe in recognizing a good record.

Our salesmen get a six months' card, a one year pin—one year, bronze; two years, silver; three years, gold; nothing for four; five years, a diamond pin; seven years, a gold watch; fifteen years, a portable Oceanic radio.

Chairman Quesnel: I think it would be interesting to know if anyone has worked out a satisfactory award to employes from a personal injury basis, where they award these men every year for working safely in their plants.

Carl Clements (*National Dairies*): We don't know yet—we are just starting on a program of awarding safe workers in the plant. For years the drivers have received safe-driver buttons, watches, rings, radios, and the poor fellow in the plant who has worked safely over a period of years has been getting absolutely nothing, absolutely no recognition for his safety achievements. Yet, your compensation costs, if they compare with ours in our company, will run about four times what the cost of our automobile accidents are running.

So we have worked out a program. As I say, I don't know if it is satisfactory or not. We are to give the employe a button for one year of safely working; at the end of two years, he gets a two-year button.

Now, our accident records go back to 16 years, and some of our companies are rewarding the safe workers back to 16 years, and they are receiving these buttons or pins, only in the form of recognition.

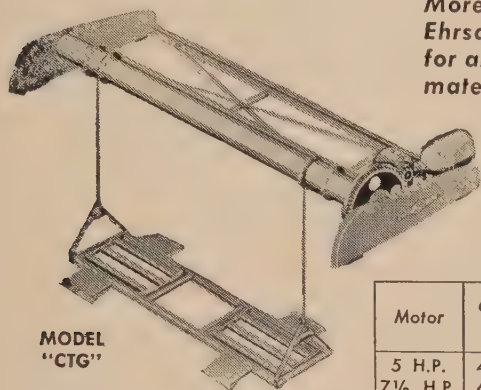
W. A. Horn (*Wrigley Company*): Does the responsibility for good employe morale rest entirely with the foreman or can the personnel office help on this?

Take for example, a man who



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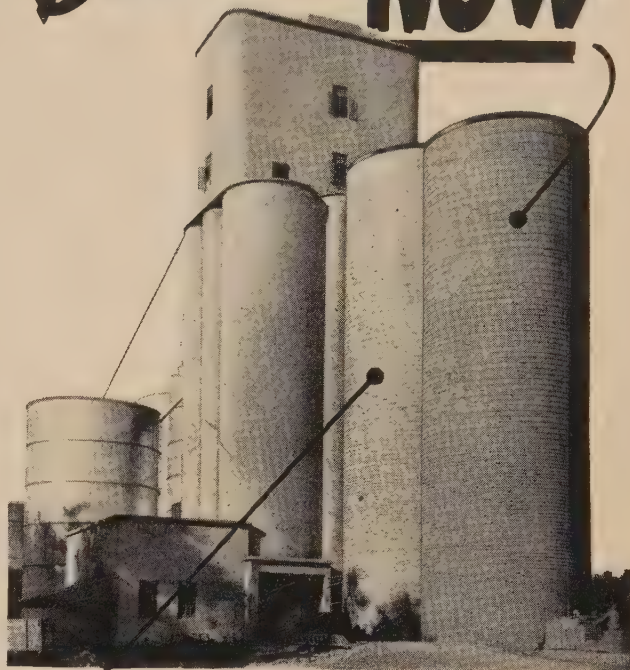
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SIDE ELEVATION OF NEW CHATTANOOGA (TENN.) PLANT OF THE QUAKER OATS CO.

has stepped out of line and the foreman has gone as far as he can. Would you feel that perhaps the personnel department should step in and have a little confab with him and "iron" him out?

Mr. Seeker: Yes; that could be handled in this way: If the man is already on your payroll and the foreman is having difficulty with him and he with the foreman, I think it would be well to send the man into the personnel department and let the personnel man talk to the employee in private and get his reaction as to what the trouble is.

The man may have some difficulties with the foreman which he thinks are the fault of the foreman. If you had the foreman it would be a "cat and dog" fight right now. So get the man in there alone and get his side of the story. Maybe his home life isn't too happy, or he

may not like the work. He takes the job because he must live.

If the man doesn't fit in, I would even suggest a transfer to another department, but I would first find out if the foreman is at fault.

When a new employee comes in, he is interviewed by the employment man, who should find out then if he is going to be happy. He should have explained to him the job he is going to take, and find out if he is going to like the job even before he starts.

(Concluded next issue)

### QUAKER OATS BUILDING CHATTANOOGA PLANT

Construction work has started on a new Quaker Oats plant in Chattanooga, Tenn. to cost several million dollars. It is located between the Tennessee River on the west and a section of the Thomas Airport prop-

erty on the east. The southern border of this property is at the intersection of the Amnicola Highway and Riverside Drive.

Quaker purchased this land in Nov., 1949, because of its enviable position close to navigable waterway, and to railway and highway facilities.

The operation should be completed and in production by September, 1951. It will employ about 75 people.

The Chattanooga plant brings the total number of Quaker plants to 17 major units located as far east as Depew, New York and on the west coast in Los Angeles and Portland. It is the third new operation to be announced by Quaker in the last two months. A chemical plant in Omaha and a Ken-L-Products plant in Ogden, Utah were the other two new plants announced.

In addition to these plants, Quaker

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GRAND RAPIDS, OHIO  
July 5, 1950

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You may consider us to be one of your satisfied customers, who will readily recommend a BERICO Grain Drier, to anyone requiring this type of equipment. We will be glad to furnish additional data and figures on our operations to any interested parties.

Very sincerely yours,

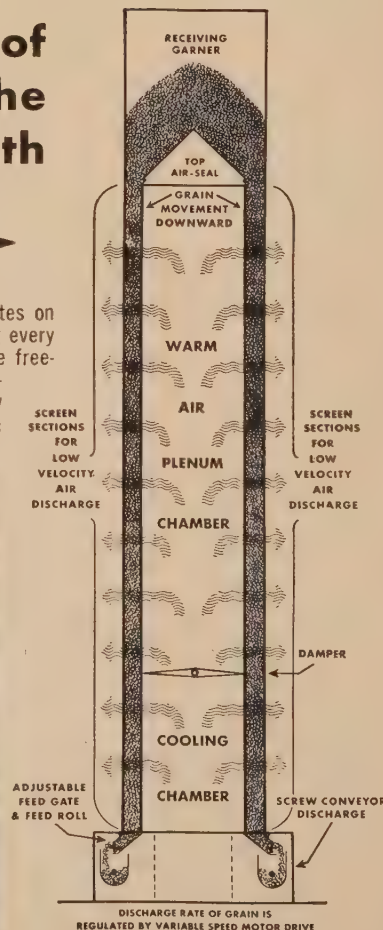
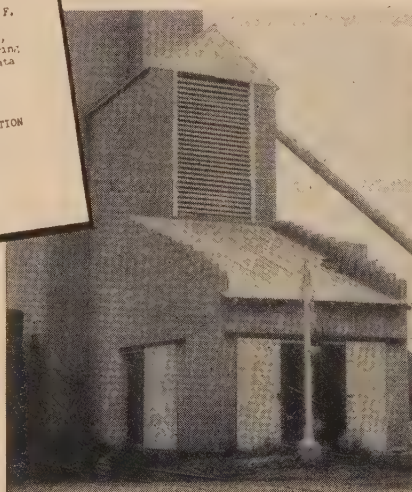
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The Chattanooga plant will be constructed with steel throughout and will consist of the following units:

1. A corn mill containing 26,700 sq. ft.
2. An Aunt Jemima Pancake Mix building containing 5,000 square feet.
3. A cereal packaging building containing 22,000 square feet.
4. A large cereal warehouse containing about 30,000 square feet.
5. A 625,000-bu. grain storage elevator complete with unloading facilities for rail car and trucks, together with weighing equipment and necessary handling facilities.
6. An administration building to house the necessary office and employee facilities.

Provision is also being made for a future feed plant and facilities for the receipt of grain by barge. The Southern Railway System will supply rail service to the plant.

### HONOR ROLL

*Standing of members who have secured new SOGES members since the last convention. If YOUR name isn't on the list try to put it there by next month.*

Lee McGlasson, Seattle .....	7
John Mack, Buffalo .....	5
James Auld, Minneapolis .....	3
R. K. Krebs, Kansas City .....	3
E. A. Christie, Cedar Rapids .....	2
Paul Christensen, Minneapolis .....	2
Charles Delzell, Kansas City .....	2
John Kitching, Buffalo .....	2
Ward Stanley, Kansas City .....	2
Ralph Yantzi, Kansas City .....	2
Sid Cole, Chicago .....	1
Claude Darbe, Kansas City .....	1
J. W. Dickinson, Chicago .....	1
B. E. Friel, Kansas City .....	1
Wm. Gassler, Chicago .....	1
Charles Harbin, Chicago .....	1
Richard Harfst, Chicago .....	1
Lewis Inks, Akron, Ohio .....	1
Clifford MacIver, Minneapolis .....	1
Henry Onstad, Burlington, Wis. ....	1
Art Osgood, Minneapolis .....	1
Russell Paarlberg, Hammond, Ind. ...	1
E. J. Raether, Minneapolis .....	1
Felix Schwandner, Champaign, Ill. ...	1
Wm. Weatherly, Galveston .....	1
Charles Winters, New Orleans .....	1

Total .....46

If we are to make a democratic civilization, we must remember the need for something no less important than equality. That something is Quality.—Sir Richard Livingstone.

# ON THE SAFETY FRONT

Conducted By  
CLARENCE W. TURNING, SOGES Safety Director

## NSC FOOD SECTION THRESHES SOME PROBLEMS

The Food Section of the National Safety Council (which includes its Grain Handling and Processing Division) had a good crowd on hand and an interesting program for its annual meeting Oct. 17 to 19.

First session was called to order on Tuesday afternoon, Oct. 17 by Gen. Chairman Hutzley (Campbell Soup

Co., Camden, N. J.) in the Roosevelt Room, Morrison Hotel, Chicago. Mr. Hutzley said the important thing is to interest "big shot" executives in safety work. Merely telling employees to be careful has proved a failure. They must have adequate training. Hence the safety supervisor is becoming more of a fixture in many plants.

A panel discussion on "Training New and Seasonal Workers" featured this session. Discussion Chairman R.



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M. Whidden (General Foods Corp., N. Y.) before introducing the speakers stressed the fact that too many workers are sent down to do a new or fairly new job without understanding safety principles.

### Induction Program Essential

Clyde C. Ruddick (H. J. Heinz Co., Pittsburgh) advanced the novel idea of a conditioning chamber for new workers. "However," he continued, "this is only theoretically possible and we must substitute a good induction program. Accustom them to noise, the terrain, general plant layout and surroundings.

"About 95% of the workers in our own plant are unskilled. Hence,

### ENTER CONTEST NOW

**It's not yet too late to enter in the 1951 SOGES Safety Contest. Don't delay, for your plant may win one of the trophies. All that is needed is the \$5 fee sent to the secretary plus the total scores for 1950. These include the following: Man-hours worked; number of lost-time accidents; details of any serious accidents.**

more induction training is needed than if they were skilled workers. "Remember your own first day on

the job. The world had a dreary outlook, seemingly. Not enough information was given you and you had to learn things the hard way.

"An elaborate induction program is often impossible because of executive objections that it takes too much time. Nevertheless, it should be at least ½ hour and preferably longer.

"The demonstration of lifting should be given a leading place. It is highly important to lift properly and avoid strains. The burden of training naturally falls on the foremen, who are concerned not only with improving quality but keeping the quality high."

### Cutting Down Frequency Rate

Bill Howell (Campbell Soup Co., Chicago) said they had a lot of seasonal workers during the canning season. Their program was devised especially to cut down the frequency rate among these seasonal workers.

"We broke down the accident records first. We located points where accidents most frequently occurred. We asked: Is it training (particulars) or education (general) that is most needed? Limited available time caused the adoption of the second method.

"Our idea was to instill the safety instinct into every worker. Boiling down specific points into a 5-minute talk made a personal approach better than several pages in a house organ. Questions were invited and the ensuing discussion proved very helpful."

### Three Main Problems

Jack D. Cogswell (General Foods Corp., Rochester, N. Y.) declared that problems encountered were thrown at the Personnel Dept. as part of the general training job.

First was the problem of overtime. It wasn't easy to break in men during normal hours because of the skilled workers who were operating. A deal was made with an agricultural school to furnish these workers after they had completed an extra-curricular course running about 2 hours weekly for 15 to 20 weeks.

Second was shift operations. There was a complete shift including supervisors as well as labor. The problem was to secure seasonal supervisors. They went to high schools for qualified men and gave them induction training 2-hour sessions for 3 days in a row.

Third problem was casual workers having some physical disability. A special application card was designed for these cases. Workers were fitted to jobs they could do. A nurse in attendance helped in the task of weeding out those who were too liable for compensation cases.

### Designing A Program

Ralph Hartmann (Quaker Oats Co., Cedar Rapids) said that Safety Work was assigned to his department



## Wonderful way to feel !

**You certainly can** be right there on top of the world!

Why not? Your car is paid for and your house is halfway there. You're making pretty good money . . . the kids are healthy and happy . . . and your wife just bought a new outfit—shoes to chapeau!

You don't owe anybody a single, solitary red cent. And not only that—you've got a little money salted away for the kids' education and your own retirement.

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## Automatic Saving is Sure Saving — U.S. Savings Bonds

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(Training) having been neglected up to about 5 years ago. The seasonal employment was practically non-existent though there was too much turnover. Many accidents were known to have occurred to employees transferred from other departments. There was not enough safety information for their new duties.

An investigation was started with reference to who was being injured and what were the sources of most accidents. This information when assembled was sent to department managers for corrective action. They were asked to contribute ideas for a safety program.

After the general program had been devised, induction training was started. It was broken down for departments with safety regulations for each department. Then it was given to employees and discussed with them. Department safety meetings are held every 2 or 3 months. There is a reference library in the training office. All worthwhile safety material is preserved there.

Supervisors are asked to spend 15 minutes each day on safety work. The result has been a great improvement with a lessened frequency rate every year.

### The Human Side Of Safety

Luncheon speaker on Wednesday was Fred Smith, Vice Pres., Wm. Powell Co., Cincinnati, who discussed "The Human Side of Safety." He declared that management has developed a sense of responsibility which has improved safety work.

The Safety Man today, he said, must be part preacher, part engineer, and part salesman.

Personality is very important. About 90% of the failures today are not due to deficient technical knowledge but a lack of personality and character. He elaborated on the cardinal points of Association, Reading, Listening and Preparation in the development of Personality.

### Safety Topics Discussed

A Round Table Discussion followed with K. A. Bong (International Milling Company, Minneapolis) presiding. He laid out these topics for possible review:

1. Marking the location of fire extinguishers by painting a 6 to 9 inch red stripe from the extinguisher to the ceiling at every point where an extinguisher is located.
2. Painting of floor numbers in all stair wells to assist the fire department in responding to a fire location.
3. Forming a plant fire brigade.
4. In plants too small for an active organized brigade a project could be adopted to have the local fire department conduct a fire extinguisher demonstration in the presence of all plant employees.

5. Application of safety walk or non-skid material to slippery and incline surfaces.
6. Formation and publication of Plant Safety Rules.
7. Designation of approved plant smoking area, installation of sand buckets and posting of "No Smoking" signs throughout the plant.
8. Grounding of all portable electrical tools.
9. Cleaning out and screening of all open sub-dock areas.
10. Ladder inspection and destruction of weak equipment.
11. Educational program on elimination of air hose for cleaning clothing.

12. Inspection and restocking of first aid cabinets.

Discussion (participated in by most of the audience) did not follow the exact plan presented but brought out many practical ideas:

**Suggestion Box:** This should be an essential in every plant with incentive prizes for the best suggestions, winners to be decided by a plant committee.

**Lockers:** Preferably these should be steel, but whether steel or wood they should be cleaned out periodically.

**Open Flame in Welding and Cutting:** A permit plan should be used with time and area specified. If possible, work should be done in shop, but frequently must be done on spot.



## Another modern elevator uses BLACK REXALL belts

■ All latest improvements have been incorporated in Interstate Grain Company's new elevator at Fort Worth, Texas. Built by Chalmers & Borton Construction Company, this elevator reaches a new high in efficiency, a new low in handling costs.

Three 500-ft. BLACK REXALL leg belts were selected for this modern elevator because of the record this Imperial Belting has made for handling grain at lowest cost per bushel.

### Special Construction

Unusual service given by BLACK REXALL is due to its special construction: Base fabric is 37½-ounce silver duck, with tensile strength over 700 lb. per inch of width. The tight, dense weave resists pull-out of bucket bolts when a choke occurs. Imperial's special Innerlocked stitch prevents ply separation.

Special impregnation conditions BLACK REXALL for grain leg service. The process waterproofs the belt, eliminates troublesome stretch, and reduces slippage. This belt does not gather static

electricity and is not affected by vegetable oils that disintegrate some belts.

If you buy grain leg belts at lowest cost per bushel, rather than cost per belt, you'll be interested in the facts and figures on Imperial's BLACK REXALL. Write for Data Sheet 48-2 today.



IMPERIAL BELTING CO., 1756 S. Kilbourn Ave., Chicago 23, Ill.



Wetting down "tarp" around area is good rule but hard to enforce.

**Manlifts:** Transporting material on manlifts is frowned upon. Also visitors using manlifts are playing with dynamite. "Only employees" rules must be enforced rigidly. Guard rails to alight should preferably be horizontal.

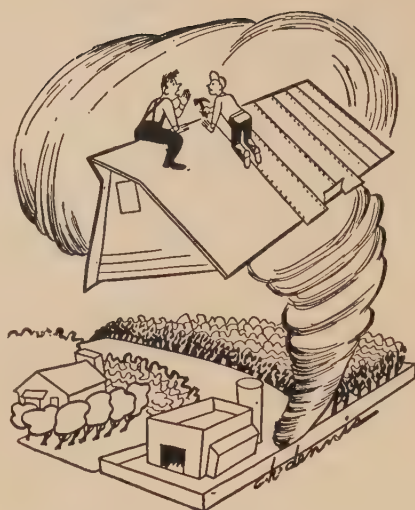
**Window Washer Lugs:** These should be tested more often. Check with hotels and office buildings to determine frequency and methods of inspection.

**Belt Dressing:** Some plants have many accidents from the use of stick dressing on belts. Employees must be educated to dress from discharge end of belt.

**Static Electricity:** The usual divided opinions arose about the effect of static especially when most plants ground machines and belt guards. The effect of shock on men causing them to stagger into hazards was deemed most important. Conductive sole shoes were recommended, though they are now too expensive for universal use.

**Fire Escapes:** Many plants don't have adequate exit facilities. This is something that deserves more attention.

**Fire Extinguishers:** There should be monthly inspections and refilling at least semi-annually. Many are de-



"I said I think we'd better knock off for awhile — it's getting too windy"

fective and would be useless in case of fire.

**Gas Masks:** Seals should not be broken until they are in use. Every time a gas mask is used a new canister should be put in.

**Motors:** The consensus was that too many totally enclosed motors burn out. One cannot tell by feeling the outside of the motor just how hot it is. The inside passages become clogged

and the heat keeps building up. Overloading may be a prime cause.

The Thursday morning session was devoted to a discussion of "Occupational Dermatitis" by Dr. Clifford A. Kalb and Walter F. Sholtz, both of Milwaukee.

## OHIO RAILROAD IMPROVEMENT HELPS GRAIN SHIPMENTS

Midwest grain and feed shipments headed for the East will move more swiftly as the result of a \$9,000,000 improvement program completed Nov. 15 over a strategic 45-mile stretch of the Pennsylvania Railroad's main line between Steubenville and Dennison, Ohio.

Four small-bore tunnels have been by-passed and a fifth one modernized to permit direct movement for the first time of the new large-type box cars increasingly being used by Western railroads.

Pennsylvania officials said that surveys showed that many hundreds of carloads annually of grain belt products were forced in the past to use more indirect routes or suffer the delays of rerouting around the "bottleneck" on the Pennsy's Panhandle Division.

The Panhandle tunnels were bored through the rugged hills of eastern Ohio when the railroads first pushed westward many years ago. In recent years, as box cars and locomotives grew larger and the number of over-size loads in open-top cars multiplied, the old tunnels became more and more of a problem.

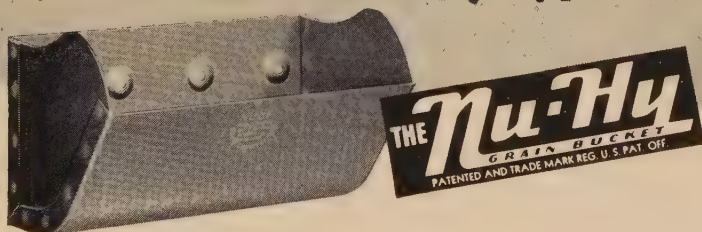
Postwar development of giant earth-moving equipment finally made the needed engineering job feasible and huge open cuts were slashed through the hills to eliminate the tunnels, as well as to make the route much straighter.

It was a 2½-year job rushed to completion as the national defense effort placed a greater burden than ever upon the railroads and underscored the importance of moving swiftly the big tools of war as well as the greatly-increased load of civilian commodities.

## MORE PLAYTIME

We have a lot more time for play than our fathers did. Most of us now work 8 hours a day, 5 days a week. Only 50 years ago factory workmen averaged 53 hours a week. That's nearly 9 hours a day, 6 days a week.

# YOUR BEST BUY IS...



Note the scientific shape of the NU-HY Bucket. Your mind's eye will tell you it has no equal. It has never been successfully imitated. It picks up and delivers more grain. It discharges perfectly—no backlegging—it is strong, assuring long life. It pays for itself by improving elevator leg efficiency.

Write for Capacity Analysis Form No. 76

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MORE THAN 10,000 CONTRACTS FOR SPECIALIZED ERECTION COMPLETED IN 22 YEARS

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STRUCTURAL SUPPORTS, & PRODUCTION MACHINERY  
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ALL PHONES: SEeley 3-1677

1316 W. CERMAK ROAD



# THE BARLEY BIN

## WHAT'S NEW IN BARLEY? Part 3

By Dr. John H. Parker

THE NEWEST varietal development is the malting barley named Moore, recently distributed to farmers in the Midwest by the Wisconsin Agricultural Experiment Station. This new type is the first variety of malting barley available to farmers that has real stiff straw.

The lodging of eight varieties of barley grown at 12 experiment stations in seven Midwest states in 1949 is shown in the following table:

Variety	%
*Mars	11.9
Moore	14.8
*Vantage	16.8
Wis. 38	33.0
Manchuria	33.9
Montcalm	38.9
Kindred	50.8
*Trebi	54.9

### \*Feed Barleys

Mars, a feed barley, well-known for its stiff straw, had the least lodging. Moore ranks second in straw strength, and lodged less than half as much as Wis. 38 and less than one-third as much as Kindred "L", the most widely grown variety of malting barley.

The stiff straw of Moore barley is a distinct advantage in these modern days of the combine harvester-thresher. It also permits the use of fertilizer, with less danger of lodging.

### Record of Moore Barley

Moore barley has a very good 3-year yield record in its native state of Wisconsin, as shown in the following table of yields at seven experiment stations in Wisconsin for the years 1947, 1948 and 1949:

Variety	Bus. per Acre
Moore	35.5
*Tregal	35.0
Wis. 38	34.9
Kindred (L)	34.1
Montcalm	33.7
*Mars	33.3
Bay	33.0
*Plains	32.4
*Peatland	32.2
Oderbrucker	31.0
*Feebar	30.2

### \*Feed Barleys

The average yield of Moore barley in these tests is only a little higher than that of Wis. 38, but is 4.5 bushels more than Oderbrucker, the variety most widely grown in Wisconsin, before the distribution of Wis. 38 (Barbless) in 1929.

Moore barley is tentatively approved by maltsters and brewers, pending

further plant scale malting and brewing tests.

Moore barley has an international "family tree" or pedigree. Wis. 38, one of the parents of Moore, is from a cross between Oderbrucker (Europe) and Lion (South Africa). Another parent of Moore barley is Chevron (Switzerland). The third parent of Moore is Olli (Finland).

## Midwest Barley Improvement Association

This body was organized Aug. 1, 1945 with the following membership:  
20 maltsters  
4 malting brewers  
1 U. S. Brewers Foundation  
1 Master Brewers Assoc. of America

26

The membership was divided among seven Midwest states, these being: North Dakota, Minnesota, South Dakota, Wisconsin, Michigan, Illinois, and Iowa.

Co-operation with USDA, seven state agricultural colleges, county agents, grain and seed trade, ferti-

## You Wanted It! Here It Is!

**A TESTER THAT GIVES  
IMMEDIATE AND AC-  
CURATE DIRECT MOIS-  
TURE PERCENTAGE  
READINGS ON BOTH  
HIGH MOISTURE AND  
KILN DRIED GRAIN !**



## That's right! The sensational NEW MODEL UNIVERSAL MOISTURE TESTER

gives **direct** moisture percentage readings on a dial **instantly** on high moisture grain (up to 40%) **and** kiln dried grain.

- Built-in thermometer **AUTOMATICALLY** indicates temperature of sample. No separate temperature tests. Doesn't THAT sound good?
- Checks out closely with the Brown-Duvel and official oven methods.
- Consistently accurate. Gives same reading repeatedly on same sample.
- Makes complete test in less than a minute.
- No electrical outlets or batteries required. Eliminates inaccuracies due to variations in line voltage.

This New Model Universal Tester is fully portable. It's thoroughly dependable. There's **no maintenance cost**.

### TEN DAY FREE TRIAL

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EQUIPMENT COMPANY

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## Mark the Spot

### FOR EFFECTIVE DUST AND GAS PROTECTION

#### ROBERTSON Explosion Ventilators

##### WILL

Remove the more explosive fine dust from the leg by continuous gravity action

##### WILL

Release pent-up gases and flames in case of an explosion

##### WILL

Minimize the possibility of a secondary explosion by continuously venting gases

#### ROBERTSON Ventilation Engineers

##### WILL

Inspect your elevator and recommend proper sizes and number of ventilators to secure maximum protection at minimum expense.

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Pittsburgh, Pa.

lizer companies, farm implement companies, agricultural chemicals (seed treatment), etc.

The Midwest Malting Barley Contest (carlots) was started in 1948.

#### The (1949) One Variety of Malting Barley Program

200+Cass County, N.D. (Fargo)  
200+Norman County, Minn. (Ada)  
20+Turner County, S.D. (Parker)

#### The (1950) Selected Varieties of Malting Barley Program

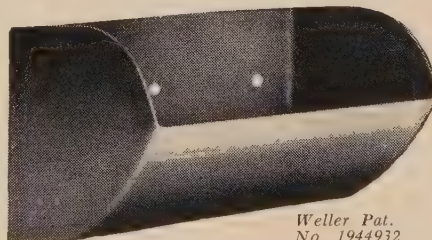
North Dakota—300 Growers, 300 Elevators, 2500 Samples.

Minnesota—1600 Growers, 175 Elevators, 1300 Samples.

Two-state totals: 4600 Growers; 475 Elevators; 3800 Samples.

If co-operating farmers plant their intended acreages of barley, we may have about 285,000 acres in North Dakota and about 135,000 acres in Minnesota (total 420,000 acres) planted in the "Selected Varieties of Malting Barley Program." If average yields are secured this year, this acreage should produce about 6 million bushels of barley in North Dakota and about 3½ million bushels in Minnesota, a total of about 9½ million bushels.

The average acreage to be planted by each farmer-co-operator in North Dakota is 96 acres, in Minnesota, 86 acres.



Weller Pat.  
No. 1944932

### High Speed

## CALUMET

SUPER CAPACITY ELEVATOR

## CUP

Preferred by elevator operators the world over because of its unbeatable performance and economy.

### Ask Your Jobber

Or write for literature and capacity data.

### B. I. WELLER CO.

327 S. La Salle St. Chicago 4, Ill.  
Thirty-Six Years Of Service To The Grain Trade



A field of growing barley

Eighty-eight percent of the farmers co-operating in the "Selected Varieties of Malting Barley Program" in Minnesota expect to plant Kindred "L", 8% plan to grow Montcalm and 5% the new Moore barley.

In North Dakota, 77% of the farmers co-operating in this program plan to grow Kindred "L" barley, 18% Montcalm and 3% Moore.

Samples of seed barley analyzed for varietal purity were approved if they were 95% or more true to the variety named. On this basis, 86% of the North Dakota samples were approved and 14% were not approved.

Corresponding figures for Minnesota samples are 90% approved and 10% not approved. In each state, samples of Kindred "L", an old variety, showed the most mixtures. Montcalm, a variety grown on farms for only 3 or 4 years, was intermediate and Moore, a new variety, showed the least mixture.

Thus we have accomplished a lot of barley improvement before planting time, by keeping mixed lots of seed from being planted and by encouraging the planting of "certified" seed and other pure seed.—Third, and concluding, part of an address made to the Agricultural Council, Chicago Association of Commerce and Industry. The other parts have appeared previously.

#### SABOTAGE HEADLINES CHICAGO CHAPTER MEETING

The SOGES Chicago Chapter meeting on Oct. 17 was attended by 34, some of whom hadn't been out in over a year. They were all very anxious to see the film "Guarding Against Sabotage".

Capt. Robt. Arnold of the Security Branch, Fifth Army Headquarters



gave a short talk of which was followed by the showing of the film.

## MINNEAPOLIS NOTES

By Carl Thomer

The Minneapolis SOGES Chapter had its second meeting of the season on Nov. 7 (election night), with each superintendent bringing his foreman as his guest. Total attendance 83.

A film "Yours To Command" by the Conveyor Equipment Manufacturers Association was shown and was later the topic for a panel discussion, with the following men serving on the panel: Harry T. Nagel, Anderson-Crane Co.; Paul Schisler, Steere Belting & Supply Co.; Bob Morgan, W. S. Nott Co.; and Carl Thomer, The Strong-Scott Mfg. Co. The Link Belt Co., was also invited to serve, but unable to attend.

These get-togethers by men who constantly face somewhat the same problems are without a question a great aid toward a well-run terminal elevator or feed manufacturing plant. A question is apt to pop out in this connection. With these superintendents and their foremen taking as vivid interest in the welfare of their respective plants as they are, why is it that year by year these men have less to say about procurement of material for the running of their plants? Is it apathy? Or, are they too easy going?

Wonder if it was ever reported in GRAIN when Paul Christensen became Vice-President of the Peavey Van-Dusen Harrington Co. Those things are missed sometimes.

Blaine (Red) Sidders was elevated to full Superintendent of the Electric Steel Elevator too, without any notice given here.

Belated congratulations from all of us to you both.

How about it boys — help keep your reporter informed.

Cliff and Mabel MacIver moved into their new house on the Parkway just recently, and a beaut it is. May they live happily forever after.

Dick Miller (Continental Grain) lost his father who had made his home with him for the past several years. We realize the strain a prolonged illness will create, and your tiny, charming wife, Dick, deserves a heap of credit for the wonderful job she did for your father.

George R. Jones, of the Industrial Electric, is laid up. Let's show him he is not forgotten by sending him a card. His address is 4933 Lyndale Ave., South.

The Minneapolis Plant of The Kurth Malting Co. is getting ready to install two 250 ft. long belt conveyors to carry green malt from the drums. The job has up to now been done with screw conveyor, but malt it seems must be handled so gently to preserve its quality, hence this ex-

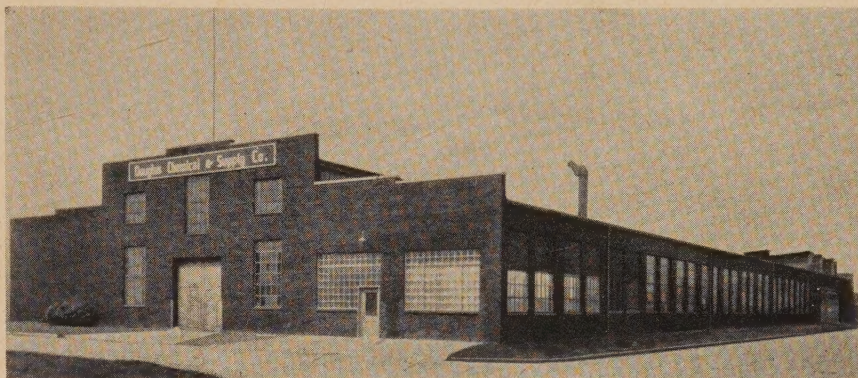
## New Plant For Douglas Chemical

For the second time in five years, Douglas Chemical & Supply Co. is going into a major expansion program — this time to include a larger plant, with complete bottling and packaging facilities.

The company has leased a building at 16th and Howell in North

incorporated in 1916 by George Douglas and was first located at 829 Southwest Blvd. in Kansas City, Mo. At that time the business supplied industrial chemicals to elevators and flour mills exclusively.

The principal Douglas products are Tetrafume, a fireproof and non-explosive grain fumigant for elevators and flour mills; Tetrakil, the farm storage companion to Tetrafume; and



Douglas Chem. & Supply Company's new plant, North Kansas City, Mo.

Kansas City, Mo., with over 38,000 sq. ft. of floor space all on one floor. Next to this building, Douglas is constructing a modern tank farm where raw materials in tank carloads can be received and stored. Douglas has also bought complete mixing, bottling and packaging equipment with a capacity of 7 thousand dozen pints per 8 hour day. This plant is also equipped to handle powder packaging in 2 oz. to 100 lb. sizes.

Douglas Chemical & Supply Co. was

tensive change over to make The Kurth Malt unsurpassed. Walt Pregler has his hands full we assure you. Besides he's the chairman for this Chapter's Telephone Committee.

a complete line of insecticides, weed killers and other agricultural and industrial chemicals.

## Bin-Discharger Bulletin

The S-A Circular Bin Discharger described in a recent bulletin is designed for handling pulverized, granular, glutenous and soft lump materials that may puck or arch and refuse to discharge by gravity, or may aerate and surge through openings too rapidly.

Two types are available, one with flight fingers above the bin bottom, the other with flights above and below the bin bottom. These flights carry material to discharge openings and, in the case of the

Fire and Dust Proof Removable Section

# ELEVATORS

ELEVATOR CASINGS

SPIRAL CONVEYORS AND BOXES

SPOUTING AND BLOW-PIPING

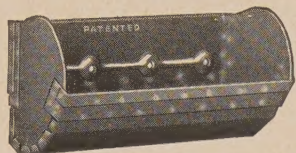
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COMPLETE ELEVATING AND CONVEYING SYSTEMS

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CUPS  
ARE  
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WILL  
LAST LONGER  
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GREATER CAPACITY**

and will operate more efficiently  
at less cost than other elevator cups.

**"DP" - "OK"**

**"CC" - "V"**

write to

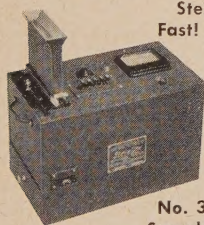
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CORPORATION  
MOLINE, ILLINOIS**

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You need these essential Seedburo testing items to protect your profit margins! Every Seedburo product is made to government standards where specifications have been established . . . every one is precision built . . . rigidly inspected for your protection . . . fully guaranteed.



**Steinlite Moisture Tester**  
**Fast! Accurate! Dependable!**

Most popular moisture tester in the grain industry. Requires only one minute to make a test. Sample is not destroyed. Sold on 10-day free trial basis and fully guaranteed for one year. Price, \$330, F.O.B., Atchison, Kansas.

**No. 34 Boerner  
Sampler or Mixer**

Reduces the size of sample containing foreign substances of different specific gravity or size and obtaining sample as representative as the original. Made to conform with government specifications. Bottom section removable. Height, 31 inches; weight 38 lbs. Price \$98.85.



**No. 40 Boerner Weight  
Per Bushel Apparatus**

Made to USDA specifications. Beam gives direct weight per bushel. Filling hopper can be permanently set to allow grain to drop two inches through gate valve to basket. Price, \$145.00.

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**BETTER BRUSHES FOR EVERY USE!**

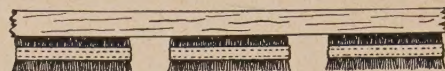
**Quality Separator Brushes**



**STAR**

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This is the broom that is used by most large terminal elevators for sweeping grain out of box cars.



We can furnish highest quality separator brushes for any machine.

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two-stage unit, give a measured flow.

A hood over the discharge opening of the single-stage unit will also give a controlled volume of flow. Either of these units may be equipped with a rotating arch breaker. Write to Stephens-Adamson Mfg. Co., Aurora, Illinois, for Bulletin 250.

**JOHNSON LEAVES RALSTON-  
PURINA COMPANY TO  
TAKE UP CHURCH WORK**

C. S. Johnson, Vice-President in charge of Research and Products, is leaving the Ralston Purina Company to devote his full time to Christian service. He has accepted a call to become Director of the Program of Progress of the Presbyterian Church in the United States.

Col. Roy LeCraw, former Mayor of Atlanta, Ga., who has been directing the Presbyterian Program for 3 years, has been called into active Military Service. This has made it urgent that Mr. Johnson begin his new work as soon as possible — possibly by November 1. Headquarters will be in Atlanta although he does not plan to move his family there until next Spring.

Prior to becoming associated with Purina in 1927, Mr. Johnson was an outstanding County Agent and 4-H Club leader in Arkansas. His first position with Purina was in the Dairy Chow Department, but within a short time he was made Manager of the Poultry Department. In 1943 he became Vice-President in charge of Products and Research. For several years he has been a member of the Board of Directors and of the Executive Committee of the American Feed Manufacturers Association.

**WHAT'S THE TOPS?**

Every visitor to New York City stretches his neck (as do the natives, too!) to see the top of the Empire State Building—102 stories up into the air, 1,361 feet from the sidewalk to the tip of the television tower. But do you think that's so much? The Federal government, with its more than 2,000,000 employees, takes up space equal to 170 (count 'em, 170!) Empire State Buildings!

**IN THE HOPPER**

*Two women talking in a restaurant: "Why don't you go to him in a perfectly straightforward way and lie about the whole thing?"*

Patient: "Why stick me in the ward with that crazy guy?"

Doctor: "Hospital's crowded. Is he troublesome?"

Patient: "He's nuts! Keeps looking around saying, 'No lions, no tigers, no elephants,' and all the time the room's full of 'em!"

*The woman who swears she has never been kissed has a right to swear.*

Many years ago, an alleged horse thief was brought up for trial in a rough-and-tumble Western frontier town. Before the proceedings began, the judge gave the usual instructions to the jury.

"Ladies and gentlemen, this here is a democratic country, and this feller is supposed to git a fair trial. You'll have to listen to the testimony and decide the verdict, guilty or not guilty. But remember one thing. There's somebody bigger'n you or me. There's a Divine Justice, above and beyond this courtroom, an Eternal Providence lookin' down here, and He ain't gonna be took in by no lyin' hoss thief."

**CLASSIFIED**

**WANTED**—Licensed Grain Inspector. Liberal starting salary. Forty hour week with time and a half for overtime, other benefits. Apply in own handwriting. Address—X50A. Grain, 327 S. La Salle St., Chicago 4, Ill.

**ERGOTY SCREENINGS**

Watch top scalp or mill oat stream of your rye and durum screenings for ergot. Send us representative sample for an arbitration and offer.

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*...assures better  
dust control!*



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Here's a sound approach to the design of a dust control system. A meeting of the owner's consulting engineers, insurance representatives, the filter manufacturer and Kirk & Blum resulted in agreement on the basic requirements of the dust control systems.

Kirk & Blum then designed the systems submitting the detailed drawings to all parties concerned for their approval. The resulting dust control systems met every requirement for operating efficiency and safety.

Kirk & Blum engineering specialists survey your needs, design the system, fabricate

it, and complete the installation by mechanics with specialized experience.

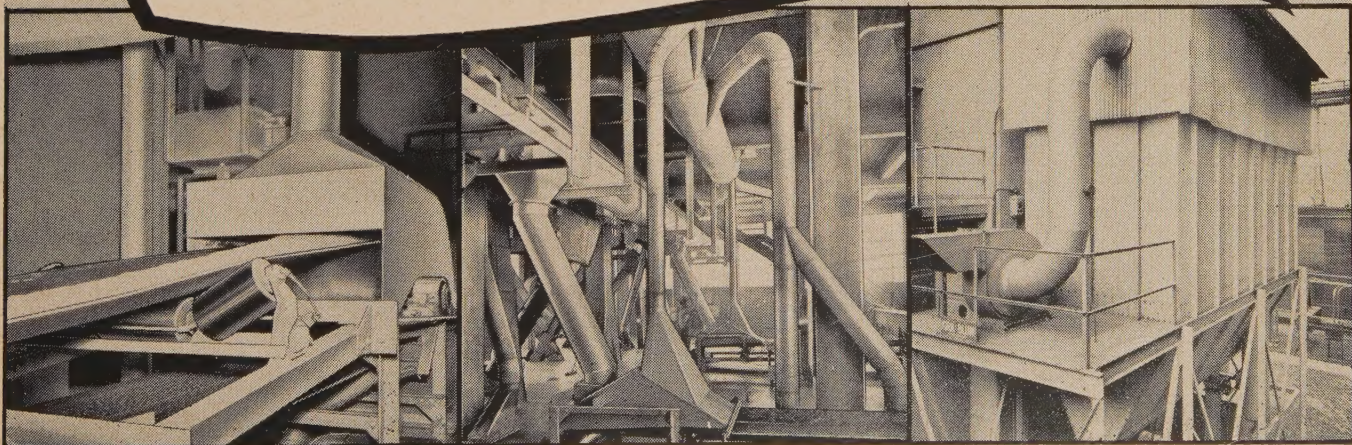
When you select a Kirk & Blum Dust Control System, you have *one* undivided responsibility—*one* complete contract for an installed system, ready to operate.

Get complete details from The Kirk & Blum Mfg. Co., 2914 Spring Grove Ave., Cincinnati 25, Ohio.

FOR CLEAN AIR...THE **INVISIBLE** TOOL

**Kirk AND Blum**

DUST CONTROL SYSTEMS







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**Y**ES, That's Right!!... It Costs Far Too Dearly To Permit Your Plant Restoration Work To Be Delayed Even a Single Season . . . Those With Costly Past Experience Know That The Rate Of Deterioration **ZOOMS** Upwards With The Passing Of Each Successive Year . . . Hence The Cost Of An Intelligent Periodic Building Maintenance Program Quickly And Profitably Liquidates Itself **IN EVERY WAY!**

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Every Day The Elements Are Gnawing Away at Your Properties, Eating Up and Tearing Down Your "House Of Cards." Why Not Protect Yourself As Best You Can By Consulting With . . .

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